

6 October 1975

MEMORANDUM FOR: Director, [ ]  
THROUGH : Chief, Operations Group *W*  
SUBJECT : EEO Affirmative Action Plan - Recruiting

1. I would like to propose as a DDI Affirmative Action objective for 1976 an experimental team approach to minority applicant recruiting involving a joint effort by OCI, [ ] and CRS. This memorandum provides some background and suggests away in which the proposal might be implemented if the other offices are receptive. I've discussed the idea informally with OCI Executive Officer [ ], who believes it's feasible and well worth trying.

2. Components such as OER, with well-defined specialized requirements, have for some time done their own recruiting on university campuses. [ ] Production Group has recruited specifically for linguists. But those of us with relatively broad, elastic requirements for people with international affairs/political science/area study backgrounds have relied chiefly on the normal recruitment channels, supplemented by the conventional avenues of attendance at professional meetings and informal contacts with acquaintances in academia. We have had less than spectacular results.

a. I was asked recently by CTP officers where we had found the six black editors [ ] and whether some of them might have been suitable candidates for the CTP. None of the six would have qualified. Two are upward-mobility types well beyond the age range. Three are headstart trainees. At this stage, I don't see more than two of the six developing beyond the journeyman level.

b. One of our black editors is a former summer intern located for us by OP's Coordinator for Cooperative and Summer Intern Programs. She's progressing very well despite a meagre academic background. But she's the only one the recruiters have been able to find. OCI has had no black summer interns yet.

c. [ ] OCI have each employed one black Co-Op student. Both were located by the Coordinator for Cooperative and Summer Intern Programs. I have exchanged notes with [ ]

the mentor of OCI's Co-Op student, and found that our experiences have run more or less in parallel. Both trainees have shown gratifying, even remarkable personal growth as the result of the kind of exposure we have given them. But both have a long way to go. Both are now seniors at [REDACTED] Neither is legitimately competitive yet for our professional jobs. Both offices are now a bit gun-shy. We favor the Co-Op idea, but we don't have the resources to provide the necessary long-term care and feeding of trainees with such limited qualifications. STAT

What we need, in sum, are strong minority candidates of a calibre the recruiters have not been able to find in quantity, their best efforts notwithstanding. They have limited resources and a lot of ground to cover.

3. On a one-time trial basis, I suggest we send an inter-office team to selected campuses, with emphasis on the big, multiracial state universities. The team would include representatives of OCI, [REDACTED] and CRS if it were interested. Arrangements would be set up through OP's Recruitment Division, and recruiters could join us if they wished. They might, for example, participate with the team in initial discussions with placement officers; the team members would then fan out and talk to individual faculty people, each member keeping the requirements of all three offices in mind. We would look for prospective minority applicants in all the categories: possible Career Trainees for whom we might earmark jobs in our respective offices, candidates for direct hire, and summer intern or Co-Op prospects with suitable academic credentials. What we could provide is a personal touch and some personal salesmanship backed up by intimate familiarity with our job requirements and a feel for the kinds of people who fit our needs. February might be an appropriate target month in order to afford lead time for identification of interns. I'd be happy to be [REDACTED] action officer on this if the experiment goes forward. STAT  
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